



BOARD OF SUPERVISORS
AGENDA LETTER

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Name: CEO
Department No.: 012
For Agenda Of: 4/11/2017
Placement: Departmental
Estimated Tme: 45 minutes
Continued Item: No
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors

FROM: Department Director(s) Mona Miyasato, County Executive Officer, 568-3400

Contact Info: Terri Nisich, Assistant CEO 568-3400

SUBJECT: Internal Facing Organizational Strategic Plan – Status Report

County Counsel Concurrence

As to form: N/A

Auditor-Controller Concurrence

As to form: N/A

Recommended Actions:

That the Board of Supervisors:

- a) Receive a status report regarding the Internal Facing Organizational Strategic Plan; and,
- b) Provide direction as appropriate to staff; and,
- c) Find that the proposed actions are not a project under the California Environmental Quality Act (CEQA) pursuant to Sections 15378(b)(4) and 15378(b)(5) of the CEQA Guidelines, because they are governmental fiscal, organizational or administrative activities that will not result in direct or indirect physical changes in the environment.

Summary Text:

This item is on the agenda to provide the Board of Supervisors a status report on the Internal Facing Organizational Strategic Plan (Plan), and provide an overview of the use of the Plan as a companion to budget rebalancing efforts and priority setting for the organization. The Plan is *not* a community-based strategic plan to achieve the Board's broad policy goals¹, but rather an inward-facing plan that looks at

¹ The Board's six goals, adopted on April 21, 1998 and revised on November 21, 2006, continue to serve the County as the Board's broad policy directives. Those goals are 1) effective and responsive government; 2) safe and healthy community; 3) economically vital and sustainable community; 4) high quality of life for all residents; 5) accessible, open, citizen-friendly government; and 6) community that fosters safety and well-being of families and children.

the County organization to improve human resource practices, work processes, information technology tools and facilities, and organizational culture. The Plan was initiated in 2015, before the County's budget challenges had surfaced, and involved a survey of all County employees and development of the Plan by department leadership. With the County's current fiscal condition, the Plan is even more important to our organization than ever, as it will ground employees in a unified mission, vision and values statement, and will strategically guide improvements in key focus areas to better implement the Board's policies. The Plan will not necessarily require new resources to implement all activities, and many activities can occur within existing resources.

Background:

The goal of the Internal Facing Organizational Strategic Plan is to guide the work and future of Santa Barbara County *as an organization*, in order to best serve your Board in implementing your direction, and position the organization to strategically respond to the challenges of the future. The Plan is designed to guide the work and future of Santa Barbara County government, focusing especially on the County's systems, processes and organizational culture.

The Plan articulates the organizational vision and mission of Santa Barbara County and establishes a set of values, goals and strategies to shape priorities and facilitate sound decision making. The Implementation Action Plan, will ultimately detail how the organization will implement the strategies included in this Plan by identifying major implementation steps, start and end dates, success indicators, responsibilities and resources needed for successful implementation. The Plan reflects the guidance and input of County employees. Information was collected through an environmental scan process, three employee surveys; (average 60% participation), Board of Supervisor's interviews, two workshops with the County executive and senior management team, and an internal strategic planning steering committee.

- *Environmental scan.* County staff prepared an environmental scan as part of the strategic planning process. The environmental scan identified factors that will likely influence the County in the short and long term. It included data about County staffing and resident demographics, human resource trends and an economic forecast.
 - *Interviews with the Board of Supervisors.* Management Partners, the firm selected to guide the work and assist staff, began the strategic planning process by conducting individual interviews with each of the then seated members of the Board of Supervisors. These interviews were helpful in gaining insight from Supervisors about strengths and limitations of the County organization, opportunities for the future, and preparing an organizational strategic plan.
 - *Online senior management questionnaire.* All members of the County's senior management team were given an opportunity to respond to an extensive questionnaire designed to solicit information about what internal support functions and Countywide practices/processes merit attention as part of the strategic planning process.
 - *Online staff questionnaire.* All County employees were invited to participate in a targeted questionnaire designed to collect feedback on the relative importance of specific improvement areas, as well as the proposed County mission statement, vision statement and organizational values.
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- *Internal Strategic Planning Steering Committee.* An internal Strategic Planning Steering Committee of department heads was assembled to guide the process and coordinate communication about the plan to the broader organization. This committee was given the opportunity to review and refine all tools and materials developed as part of the strategic planning process.

Development of the Plan - Timeline

- **March 2015**
Employee Engagement Survey
- **Fall 2015**
Department Directors meeting - Training for Internal Organizational Strategic Plan & established steering committee
- **Spring 2016**
Data gathering - Board, managers, all employee survey & strategic scan
Full day senior leadership strategic planning session
- **Summer 2016**
All employee survey - Results of organization strategic planning session surveyed
Implementation Action Plan development with department directors and assistants.

Based on all of the input received from the organization through surveys, interviews, as well as the planning workshops the following was developed:

Components of the Plan

A vision statement communicates and sets the focus for the organization and what we are working to achieve:

VISION STATEMENT

Santa Barbara County employees are empowered to deliver exceptional public service to diverse communities, while striving for continuous improvement in an environment of trust, accountability and fiscal responsibility.

A mission statement communicates the purpose of the organization and what we stand for:

MISSION STATEMENT

Deliver high quality and innovative services that assist Santa Barbara County residents and visitors to enjoy a safe, healthy and prosperous life.

The organizational values communicate how we are going to achieve the mission and vision:

ORGANIZATIONAL VALUES

1. Trust and Ethics

- Make decisions in accordance with the highest ethical standards
- Communicate consistently and strive for transparency
- Follow through with your commitments
- Listen with empathy so people feel understood
- Practice the Golden Rule

2. Customer Focus and Quality Public Service

- Focus on public service and strive to improve the customer experience
- Design processes with the customer in mind
- Take customer complaints seriously and look for solutions
- Be friendly and greet customers with warmth and respect

3. Accountability and Professionalism

- Clearly state expectations for County programs
- Regularly track and report performance
- Admit when you make mistakes and correct them
- Show commitment, dedication and dependability

4. Innovation

- Be open and willing to hear new ideas
- Foster an environment where risk taking is valued
- Adapt as the environment changes
- Continuously explore new opportunities to improve

Implementation Action Plan (Summarized) Attachment A

The Implementation Action Plan (IAP) is the blueprint for carrying out the strategic plan. It contains the detailed steps that must be taken to ensure that the goals and strategies are achieved. The work involved in implementing the recommendations will be integrated into the work of the departments, with appropriate assignments of responsibility for implementation and with the identification of planned completion dates. Senior Executive Staff has been assigned to lead each of the goals. Due to the budgetary challenges currently facing the organization, the Implementation Action Plan is under development. Additional work with departments and the steering committee is being conducted to affirm that the items originally envisioned as part of the Plan can be addressed in the time frames initially identified. A detailed listing of the goals and corresponding strategies can be found in Attachment A.

GOALS	SUCCESS INDICATORS
<p><i>Goal A. Talent Management –</i> Strengthen employee recruitment and retention, prepare the next generation of County appointed leaders, and enhance employees’ effectiveness in providing public services.</p>	<p><i>Success Indicators</i></p> <ol style="list-style-type: none">1. Percent of employees who remain with the County after five years of service.2. Percent of employee who remain with the County after ten years of service.3. Number of applications received from qualified job applicants per recruitment.4. Percent of County supervisory, management and leadership positions awarded to internal applicants.5. Percent of County employees who agree or strongly agree that the County supports their professional development.6. Average number of days it takes from initial department recruitment request to signed employment offer.

<p>Goal B. Organizational Culture Cultivate a strong organizational culture centered on our values, strengthen teamwork across departments, and enhance communications with, and between, all County team members.</p>	<p>Success Indicators</p> <ol style="list-style-type: none"> 1. Percent of County employees who agree or strongly agree that they have sufficient opportunity to collaborate with colleagues from other departments. 2. Percent of employees who agree or strongly agree that they know and identify with the County’s core values. 3. Percent of employees who agree or strongly agree that they see the County’s core values being implemented by the leaders and colleagues in their department. 4. Percent of employees who consider the County to be a supportive place to work. 5. Percent of employees who agree or strongly agree that they understand the primary goals and objectives of their department.
<p>Goal C. Quality Services and Process Improvements Continually improve our internal processes and methods of delivering quality services to the Santa Barbara County community.</p>	<p>Success Indicators</p> <ol style="list-style-type: none"> 1. Dollars saved through innovative practices adopted by the County. 2. Number of innovative practices shared or showcased by the County Executive Office. 3. Percent of survey respondents who report overall customer service as good or excellent. 4. Collect and share success stories of improvements in departments that came from customer or employee suggestions. 5. Track and report on the public’s use of online resources over time. 6. Percent of public records requests that can be addressed by referencing information available on the County’s website.
<p>Goal D. Technology and Facilities Invest strategically in County facilities, processes and technology tools to ensure that all employees have the resources they need to efficiently carry out their responsibilities.</p>	<p>Success Indicators</p> <ol style="list-style-type: none"> 1. Percent of IT upgrades or acquisitions completed on time and within budget. 2. Percent of employee survey respondents who agree or strongly agree that they have the IT resources they need to carry out their responsibilities. 3. Percent of facility capital improvement projects completed on time and within budget. 4. Percent of purchase order requests fulfilled within three days.

Next Steps: Linking Internal Facing Organizational Strategic Plan to Budget Rebalancing Effort and Budget Priorities

The Internal Facing Organizational Strategic Plan reflects the input of the organization and focus on strengthening the organization to best respond to the Board’s policy direction. In light of current budget challenges, the Plan, though complete in January of 2017, was again reviewed to ensure that all of the information gathered, and the Implementation Action Plan developed, remained viable. This work is ongoing yet will be completed following budget workshops and budget adoptions hearings. Work

includes an overall evaluation of the priorities referenced within the action plan, an assessment of the resources needed and the availability of the resources.

As reported at the Board of Supervisor's meeting of February 7th, 2017, given the budget challenges anticipated over the next several years, any expansion or funding requests will need to be funded through existing sources, which means reducing other services or programs, or refocusing efforts within existing resources.

Priorities for the organization as discussed in the past, and more recently, by the Board for 2017-18 work initiatives which may or may not require additional funding include:

- Investing in technology improvements that will save money or increase efficiency
- One-time funding for program audits or evaluations, and other suggestions from the Budget Rebalancing process
- Implementing the internal-facing Strategic Plan (improved HR, IT practices, etc.)

Fiscal and Facilities Impacts:

A comprehensive review of fiscal and facilities impacts will be conducted as a part of completing the Implementation Action Plan.

Attachments:

Attachment A – Internal Facing Organizational Strategic Plan and Attachment A Implementation Action Plan.

Authored by:

Terri Nisich, Assistant CEO